

Governor's Office for Children

"Promoting the Well-Being of Maryland's Children"



FY20 Notice of Funding Availability Pre-Application Meeting

January 18, 2019

Welcome

- Introductions
- Restrooms
- Breaks
- Place all cell phones on silent or vibrate



Agenda

- Welcome
- FY20 Funding and Children's Cabinet Priorities
- Application
- Review Process
- Local Care Team
- Budget
- General Questions
- Adjourn



FY20 Funding

- The combined FY19 total of Board Support and program/strategy/planning funding for each jurisdiction, including any previous competitive funding award.*
- For priorities identified in the FY20 Notice of Funding Availability
- Boards may apply for additional funding beyond its standard allocation. *

*Change from NOFA issued 12/31/18. Revised NOFA to be issued.

What's New for FY20?

- Each Local Management Board may submit one (1) application for funding that includes the combined FY19 total of Board Support and program/strategy funding, including any previous competitive funding award. *
- Each program/strategy/planning page will be reviewed and scored separately, with a final average score assigned by the State Review Team. All program/strategy pages will be ranked in order of average score. The State Review Team will assess the merits of the proposed program/strategy and may consider additional factors in making recommendations for funding.

What's New for FY20?

- Each Board will have the opportunity to meet with the State Review Team. This meeting is the only opportunity for the Board to address questions/concerns/comments raised by the State Review Team and forwarded to the local team in advance of the meeting. **This meeting is required and may not be waived by the Board.***
- This meeting will be the only opportunity for the Board to address the questions or concerns raised by the State Review Team and discuss the ranking of each program/strategy proposed. At the conclusion of the meeting, the ranking of each program/strategy may improve or be negatively affected.

What's New for FY20?

- Proposed programs/strategies to address the identified priorities may include prevention activities.
- One (1) extra point will be assigned by the State Review Team to a Program/Strategy page's total average score if the budget for the program/strategy demonstrates a cash match of 25% or more of the total funding request for the program/strategy.

General Points

- FY20 funding for the Local Care Team coordinator is not included in the allocation. It will be a separate line in the Community Partnership Agreement.
- Special conditions/restrictions may be imposed by the Office and/or the Children's Cabinet upon recommendation from the State Review Team to address weaknesses identified in the application and/or to remedy issues that are raised by the State Review Team and/or concerns that cannot be satisfactorily addressed at the meeting of the local team and the State Review Team.

Children's Cabinet Priorities for FY20

Including Results and Indicators

Children's Cabinet Priorities

1. Reducing the impact of parental incarceration on children, youth, families, and communities;
2. Reducing youth homelessness;
3. Improving outcomes for disconnected/opportunity youth;
4. Reducing childhood hunger;
5. Juvenile justice diversion;
6. Trauma-informed care and reducing Adverse Childhood Experiences (ACEs); and/or,
7. Preventing out-of-State placements.

Children's Cabinet Priorities

For all priorities, the application should:

- Demonstrate a clear understanding of the local population, including a discussion of the data;
- Incorporate the local partners necessary to ensure success;
- Consider best practices in program implementation; and,
- Demonstrate a connection to local efforts to address the priority.

Reducing Impact of Parental Incarceration on Children, Youth, Families, and Communities

Demonstrate a connection to local efforts to address reentry, Justice Reinvestment plans, or substance use (particularly opioid addiction) strategies.

Families are Safe and Economically Stable

- Child Poverty: Percent of children whose family income is at or below the federal poverty threshold.
- Hunger: Percent of families who experience a lack of access, at times, to enough food for an active, healthy life for all household members; limited or uncertain availability of nutritionally adequate foods.
- Out-of-Home Placements: Number of out-of-home placements per 1,000 children in the population.
- Homelessness: Percent of children enrolled in public school who lack a fixed, regular, and adequate nighttime residence or awaiting foster-care placement.

Reducing Impact of Parental Incarceration on Children, Youth, Families, and Communities

Communities are Safe for Children, Youth and Families

- Juvenile Recidivism: 12, 24, and 36 month recidivism rates for juvenile and/or criminal justice.
- Crime: Number of violent crimes committed per 1,000 persons.
- Child Maltreatment: Number of unduplicated children (ages 0 through 17) with indicated/unsubstantiated child abuse/neglect findings per 1,000 in the age-specific population.
- Juvenile Felony Offenses: Rate of referrals, per 100,000 youth ages 11 through 17, for felony offenses, including both violent and non-violent charges.

Children are Successful in School

- Academic Performance: Percent of public school students in grades 3 through 8 at or above proficient levels in reading and mathematics.
- High School Assessment: Percent of public school students in grades 9 through 12 at the passing level in four core subjects of the Maryland High School Assessment.

Reducing Youth Homelessness

Demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts.

Families are Safe and Economically Stable

- Homelessness: Percent of children enrolled in public school who lack a fixed, regular, nighttime residence.

Children are Successful in School

- High School Assessment: Percent of public school students in grades 9 through 12 at the passing level in four core subjects of the Maryland High School Assessment.

Reducing Youth Homelessness

Youth Will Complete School

- High School Completion: The percent of high school graduates who successfully completed the minimum requirements.

Youth Have Opportunities for Employment or Career Readiness

- Youth Employment: Percent of young adults (16-24) in the labor force.
- Youth Unemployment: The percent of young adults (16-24) unemployed.

Improving Outcomes for Disconnected/Opportunity Youth

(ages 16-24, not working and not attending school)

Demonstrate connections to local Workforce Investment Board programs, drop-out prevention and/or recovery efforts, or two-generation strategies.

Youth Will Complete School

- Educational Attainment: Percent of young adults (18-24) who have not completed high school, have completed high school, completed some college or an associate's degree, or attained a bachelor's degree or higher.
- Program Completion of Students with Disabilities: Percent of students with disabilities (14-21) who complete school.

Youth Have Opportunities for Employment or Career Readiness

- Youth Employment: Percent of young adults (16-24) in the labor force.
- Youth Unemployment: Percent of young adults (16-24) who are unemployed.

Reducing Childhood Hunger

Must include activities that encourage family self-sufficiency and shift the focus to long-term impact.

Families are Safe and Economically Stable

- Hunger: Percent of families who experience a lack of access, at times, to enough food for an active, healthy life for all household members; limited or uncertain availability of nutritionally adequate foods.

Healthy Children

- Obesity: Percent of public school students in grades 9-12 who are overweight or obese.

Juvenile Justice Diversion

- Focus on diverting low-risk youth who are arrested by the police away from formal processing into the juvenile justice system. Also youth involved in school-based offenses.

Communities are Safe for Children, Youth and Families

- Juvenile Felony Offenses: Rate of referrals, per 100,000 youth ages 11 through 17, for felony offenses, including both violent and non-violent charges.
- Juvenile Recidivism: 12, 24, and 36 month recidivism rates for juvenile and/or criminal justice.

Juvenile Justice Diversion

Indirectly may address:

Youth Will Complete School

- Educational Attainment: Percent of young adults (18-24) who have not completed high school, have completed high school, completed some college or an associate's degree, or attained a bachelor's degree or higher.
- Program Completion of Students with Disabilities: Percent of students with disabilities (14-21) who complete school.

Youth Have Opportunities for Employment or Career Readiness

- Youth Employment: Percent of young adults (16-24) in the labor force.
- Youth Unemployment: Percent of young adults (16-24) who are unemployed.

Trauma-Informed Care/Reducing Adverse Childhood Experiences (ACEs)

Preventing ACEs and engaging in early identification of children and youth who have experienced these events could have a significant impact on a range of critical health problems.

Healthy Children

- Deaths: The rate of deaths to children ages 0-21 years per 100,000 of the population
- Substance Use: Percent of public school students in grades 9-12 who have ever had a drink of alcohol
- Substance Use: Percent of public school students in grades 9-12 who are current cigarette smokers
- Substance Use: Percent of public school students in grades 9-12 who have ever tried marijuana

Trauma-Informed Care/Reducing Adverse Childhood Experiences (ACEs)

Communities are Safe for Children, Youth, and Families

- Juvenile Felony Offenses: Rate of referrals, per 100,000 youth ages 11 through 17, for felony offenses, including both violent and non-violent charges.
- Juvenile Recidivism: 12, 24, and 36 month recidivism rates for juvenile and/or criminal justice.
- Child Maltreatment: Rate of unduplicated children (ages 0-17) with indicated/unsubstantiated child abuse/neglect findings (per 1,000)
- Crime: Rate of violent crimes committed per 1,000 persons

Trauma-Informed Care/Reducing Adverse Childhood Experiences (ACEs)

Families are Safe and Economically Stable

- Child Poverty: Percent of children whose family income is at or below the federal poverty threshold.
- Hunger: Percent of families who experience a lack of access, at times, to enough food for an active, healthy life for all household members; limited or uncertain availability of nutritionally adequate foods.
- Out-of-Home Placements: Number of out-of-home placements per 1,000 children in the population.
- Homelessness: Percent of children enrolled in public school who lack a fixed, regular, and adequate nighttime residence or awaiting foster-care placement.

Preventing Out-of-State Placements

Families are Safe and Economically Stable

- Child Poverty: Percent of children whose family income is at or below the federal poverty threshold.
- Hunger: Percent of families who experience a lack of access, at times, to enough food for an active, healthy life for all household members; limited or uncertain availability of nutritionally adequate foods.
- Out-of-Home Placements: Number of out-of-home placements per 1,000 children in the population.
- Homelessness: Percent of children enrolled in public school who lack a fixed, regular, and adequate nighttime residence or awaiting foster-care placement.

Submission Requirements

Submission Requirements

Applications must include the signatures of:

- The Board Chair;
- Other members as determined by the Board;
- The Chief Executive Officer of the jurisdiction (Mayor, Commissioner(s), County Council, County Executive or the County Administrator); and,
- The Board Director/identified point of contact.



Submission Requirements

A complete application consists of the following, using the templates provided by the Office and available online at <https://goc.maryland.gov/nofa/>:

1. A FY20 NOFA [Application Summary page](#);
2. A [Results page](#) for each Result that the Board has prioritized for FY20 (one page per prioritized Result);
3. A [program/strategy page](#) for each program/strategy proposed for funding in FY20 (one page per program/strategy/planning request);
4. A [Local Care Team Coordinator page](#); and,
5. A proposed [budget](#).

Submission Requirements

Please format the application as follows:

1. 8½ x 11 sized pieces of paper with 1" margins;
2. 10-point black font;
3. Results and Program/Strategy/Planning pages should be single-spaced and double-sided.
4. Please do not use binders, folders, or index pages.
5. Secure hard copy materials with a binder clip only.

NOTE: There are NO page limits.

Late Applications

- Late applications are those which are submitted after the deadline or do not conform to the stated submission guidelines.
- The Office may consider extenuating circumstances, such as:
 - Serious illness that affects key Local Management Board staff;
 - Unforeseen events or emergencies; and/or,
 - Other reasons as approved by the Office or the Children's Cabinet over which the Board has no control.
- The decision of the Office is final.

See Section 80 in the Manual

Important Dates

December 31, 2018	Issue FY20 Notice of Funding Availability
January 18, 2019	Pre-Application Meeting
April 17, 2019	<u>Applications due by 5 p.m.</u>
April 17–30, 2019	Applications Reviewed
May 1-5, 2019	Notification of score/preliminary funding decisions/questions from State Review Teams forwarded to Local Management Boards
May 6-31, 2019	Application Meetings – Local Management Board Team and State Review Team
June 3, 2019	Notification of Award
July 1, 2019	FY20 grant activity begins. Community Partnership Agreement contract effective date will be 7/1/19 for immediate implementation of FY20 activities.

FY20 Application

Boards will:

- Propose programs/strategies to address any Result and corresponding Indicator as appropriate and include activities that address the complex and unique needs of those who are identified as part of a priority population.
- Use the Scorecard to demonstrate that programs/strategies are effective in addressing the identified needs of the population.

FY20 Application – Results Page

- **Prioritized Indicator(s):** Show the Indicators that have been prioritized for the Result. Locally-identified Indicators may be included in addition to one of the standard Indicators. Show each Indicator in graph format with at least the last three years data for the jurisdiction. Label each axis.
- **Story Behind:** Explain, so a community member could understand, the causes behind the local data for each of the Indicators identified above. Why is the data the way it is? Use additional data (include source/citation as applicable) as necessary to tell this story.
- **Planning Process:** Describe the planning process completed to inform this application, including routine and application-specific efforts. The discussion in this section should clearly identify the process for selecting the Result and Indicator(s).

FY20 Application – Results Page

- **Explain why the Board Prioritized this Result and Indicator for FY20:** Provide information about the significance of the Result for the local community and/or explain why the Local Management Board chose to focus on this Result and the corresponding Indicator(s) for FY20.
- **List All FY20 Programs/Strategies Proposed that Will Impact this Result:** List in bulleted form and indicate with an “*” if the program/strategy* proposed is new for FY20.

FY20 Application – Program/Strategy/Planning Page

- **Prioritized Result(s) and Indicator(s):** List all from completed Results pages.
- **Program/Strategy/Planning Activity Name:** Use the same name throughout the application, including the budget.
- **Vendor Name (if known):** It is acceptable to identify a specific vendor at the time of application, but there is no requirement to do so.
- **Need:** Discuss the local data reviewed during the Board's planning process that demonstrates the need for the program/strategy/planning. Include excerpt(s) from the Board's community plan (with citations) that identifies this program/strategy/planning request as a critical need for the community.

FY20 Application – Program/Strategy/Planning Page

- **Target Population:** Include the following:
 - Description of how the population was identified as needing the intervention.
 - Robust recruitment plan to ensure that the appropriate participants are identified and enrolled.
 - Target # to be served.
 - For a planning request, discuss the population on which the planning activity will focus.
- **Detailed Program/Planning Description:** Include the following:
 - Where will services be provided? Responses may include zip codes, neighborhoods, school catchment areas, etc.
 - Model, assessment, curriculum and how employed (as applicable)?
 - Description of the routine intervention/service. What is the vendor going to do?
 - If a model program is proposed, a discussion of how fidelity to the model will be ensured/maintained.
 - For a planning request, discuss the specific planning activities proposed.

FY20 Application – Program/Strategy/Planning Page

- **Race Equity:**

- Include a discussion of how a focus on racial equity will inform the implementation and evaluation of the program/strategy.
- Include a discussion of the local data with citations.
- For a planning request, discuss how race equity consideration will inform the process.

- **Evidence of Effectiveness** (not required for a planning request):

- For a new/early program, published research with full citations that supports it as an appropriate intervention for the identified population; or,
- For an existing program, performance data from the Scorecard (≥ 3 years).
- Show all approved performance measures in chart form, and include data for at least three (3) completed fiscal years plus data for 2019 HFY1; and;
- Provide a discussion of the data.
- Full points will be awarded for this section if the narrative clearly indicates this is a request for a planning activity.

FY20 Application – Program/Strategy/Planning Page

- **Proposed Performance Measures** (not required for a planning request):
 - Using the chart in the template, provide two (2) headline performance measures each for the How Much, How Well, and Better Off sections.
 - Identify with an “*” if the measure proposed is new for FY20.
 - Performance measures are not required for planning requests. Full points will be awarded for this section if the narrative clearly indicates this is a request for a planning activity.
- **Justification for Request for New Program/Strategy***
 - Proposed changes to programs/strategies from those included in each Board’s FY19 award letter and/or Community Partnership Agreement should include justification for the change.

FY20 Application – LCT Coordinator Page

- **Provide** dollar amount of funding requested for FY20.
- If funding for FY20 is not requested, **explain** how the Local Care Team coordinator functions will be covered (e.g. sharing a coordinator with another jurisdiction, using existing county resources, etc.).
- **Describe** how the Local Care Team has worked over the last year to integrate with local child-serving systems to contribute to the decline in the number of children placed out-of-State.
- **Training and Technical Assistance:** Describe the training and/or technical assistance opportunities the Local Care Team/members has/have provided to local stakeholders.
- **Evidence of Effectiveness:**
 - Show all approved performance measures in chart form, and include data for the 2nd half of FY18 and the first half of FY19 HFY1; and;
 - Provide a discussion of the data.

Waiver

For programs/strategies that do not address the identified priorities, a Board may request a waiver that shows:

- The program has been identified as a critical need in the community plan;
- No other similar service exists in the jurisdiction to meet the need;
- The Board has received no less than three (3) letters of rejection for funding for the program from a public sector, charitable trust, or foundation funder; and,
- That the loss of the service will have a significant negative impact on vulnerable children or families in the jurisdiction.

See Section 60 of the Manual

Application Evaluation

Application Evaluation

Result(s)/Indicator(s) Page(s) - 0 Points

- Discussion of one or more of the eight (8) standard Child Well-Being Result(s) that are identified in the community plan that are prioritized for FY20, including:
 - a. The corresponding indicators that are prioritized for FY20;
 - b. The story behind the data;
 - c. An explanation of why the Board prioritized the Result and Indicator for FY20; and,
 - d. A listing of the programs/strategies that are proposed to impact the identified Result and Indicator.

Application Evaluation

Program/Strategy/Planning Page(s) – 100 Points Each

Description of all programs/strategies/planning proposed for funding in FY20, including a detailed discussion of:

- a. Need (20 Points), to include:
 - i. The local data reviewed during the Board's planning process that demonstrates the need for the program/strategy/planning; and,
 - ii. Excerpt(s) from the Board's community plan (with citations) that identifies this program/strategy as a critical need for the community.
- b. Target Population to be Served (10 Points), to include:
 - i. Description of how the population was identified as needing the intervention;
 - ii. Robust recruitment plan to ensure that the appropriate participants are identified and enrolled; and,
 - iii. Target # to be served.

Application Evaluation

Program/Strategy/Planning Page(s) – 100 Points Each

Description of all programs/strategies/planning proposed for funding in FY20, including a detailed discussion of:

- c. Detailed Program Description (45 Points), to include:
 - i. Where will services be provided? Responses may include zip codes, neighborhoods, school catchment areas, etc.;
 - ii. Model, assessment, curriculum and how employed (as applicable);
 - iii. Description of the routine intervention/service. What is the vendor going to do?; and,
 - iv. If a model program is proposed, a discussion of how fidelity to the model will be ensured/ maintained.

Application Evaluation

Program/Strategy/Planning Page(s) – 100 Points Each

Description of all programs/strategies/planning proposed for funding in FY20, including a detailed discussion of:

- d. Racial Equity (5 Points), to include:
 - i. Discussion of how a focus on racial equity will inform the implementation and evaluation of the program/strategy; and,
 - ii. A discussion of the local data.
- e. Evidence of effectiveness for the program/strategy (10 Points), to include:
 - i. For a new/early program, published research with full citations that supports it as an appropriate intervention for the identified population; or,

Application Evaluation

Program/Strategy/Planning Page(s) – 100 Points Each

Description of all programs/strategies/planning proposed for funding in FY20, including a detailed discussion of:

- ii. For an existing program, performance data from the Scorecard (≥ 3 years).
 - a) Show all approved performance measures in chart form, and include data for at least three (3) completed fiscal years plus data for 2019 HFY1; and;
 - b) Provide a discussion of the data.
- f. Proposed Performance Measures (10 Points):
 - i. Provide two (2) headline performance measures each for the How Much, How Well, and Better Off sections; and,
 - ii. Identify with an “*” if the measure proposed is new for FY20.

Application Evaluation

g. Justification for Request for New Program/Strategy*

Proposed changes to programs/strategies from those included in each Board's FY19 award letter and/or Community Partnership Agreement should include justification for the change.

Local Care Team Coordinator Page – 0 Points

Budget – 0 Points

Extra Points

- A maximum of three (3) extra points may be assigned to a Program/Strategy page's total average score if the application satisfactorily addresses one or more of the following for a specific program/strategy:

Extra Points

- Two Generation:

- a. One (1) extra point may be assigned by the State Review Team to a Program/ Strategy page's total average score if the application for a program/strategy proposes a clearly-articulated and well-constructed two-generation approach.
- a. To be eligible for the extra point, a successful application will:
 - Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
 - Utilize performance measures that track outcomes for parents and children/youth; and,
 - Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.

Extra Points

- Cash Match

- a. One (1) extra point will be assigned by the State Review Team to a Program/Strategy page's total average score if the budget for the program/strategy demonstrates a cash match of at least 25% of the Children's Cabinet fund request for the program/strategy.
- b. Cash match is defined as funds that are paid/awarded/administered to/by the Local Management Board in support of a program/strategy.
- c. Eligible cash match does not include in-kind support or funds that are paid/awarded to the program vendor or another third party in support of the program/strategy.

Extra Points

- Evidence-Based Home Visiting
 - a. One (1) extra point may be assigned by the State Review Team to a Program/Strategy page's total average score if the application for a program/strategy proposes an evidence-based home visiting program utilizing a federally-approved model.
 - b. To be eligible for the extra point, a successful application will:
 - Propose a program/strategy with simultaneous interventions directed at both the parent(s) and their child(ren)/youth;
 - Utilize performance measures that track outcomes for parents and children/youth;
 - Propose one or more of the priority performance measures identified for the Maternal, Infant, and Early Childhood Home Visiting program (see Appendix F); and,
 - Demonstrate a clear effort to remove silos in existing programs/strategies or create new strategies that involve collaboration and communication between agencies serving different members of the family.

State Review Team

Applications will be reviewed by a State Review Team that may be composed of, but is not limited to representatives of Children's Cabinet Agencies and other partners.

Each member of the State Review Team will review and score assigned applications using a rubric provided. A collective average score will be assigned to each program/strategy/planning page by the State Review Team.



Application Review

- Results pages will not be assigned a separate score, but the information will be considered as part of the review of the corresponding program/strategy/planning page.
- Each program/strategy page will be reviewed and scored separately, with a final average score assigned by the State Review Team.
- All program/strategy/planning pages will be ranked in order of average score.

Application Review

- The State Review Team will assess the merits of the proposed program/strategy and may consider the following in making recommendations for funding:
 - Final average score assigned to the program/strategy;
 - Geographic diversity
 - Crime rates for programs proposed to address the “safer Maryland” priority;
 - How the proposed program/strategy expands/enhances/complements existing programs/services/needs identified;
 - The incorporation of a two-generation approach;
 - The proposal for an evidence-based home visiting program; and;
 - Impact on racial equity.

Application Review

- Upon completion of the review process, Office staff will notify the Board of the score for each program/strategy proposed and questions/concerns/comments.
- Each Board will have the opportunity to meet with the State Review Team. This meeting is the only opportunity for the Board to address questions/concerns/comments raised by the State Review Team and forwarded to the local team in advance of the meeting. **This meeting is required and may not be waived by the Board.***

Application Review

- This meeting will be the only opportunity for the Board to address the questions or concerns raised by the State Review Team and discuss the ranking of each program/strategy proposed. At the conclusion of the meeting, the ranking of each program/strategy may improve or be negatively affected.

Application Review

1. State Review Team individually reviews and scores the application.
2. State Review Team collectively develops questions for the Board and arrives at a collective average score.
3. The collective average score and any questions/concerns/comments from the State Review Team are sent to the Board to develop responses and prepare for the review meeting.
4. The State Review Team and the Board meet to discuss the application and resolve questions/comments/concerns identified and any issues raised during the meeting.
5. The State Review Team submits a recommendation for funding to the Children's Cabinet Implementation Team and the Children's Cabinet.
6. Children's Cabinet Implementation Team reviews recommendations for funding and submits its recommendations to the Children's Cabinet.
7. Children's Cabinet authorizes FY20 awards.

Budget

No changes from FY19 template.

Budget

- A separate budget worksheet is required for Board Support and for each program/strategy proposed for funding.
- The budget is a projection of what the Board expects to spend during the year.
 - Important to be thoughtful in making the estimates in order to effectively plan for the year.
 - Budgets can be modified during the fiscal year as circumstances change with implementation.

Budget

Budget Categories

- Category A - Personnel
- Category B - Operating Expenses
- Category C - Travel
- Category D - Contractual Services
- Category E - Equipment
- Category F - Other

Budget

Each Board Support and program/strategy/planning budget should include a budget narrative.

- Allows the Board to explain how the total amount for each line item was determined.
 - Expenses must be itemized.
 - Calculations for both Children's Cabinet funds and other revenue sources must be shown.
- Helps reviewers assess how carefully the Board has planned the proposed program/strategy.
- Should reflect actual anticipated costs, taking into account the time needed to start-up and begin program implementation.

Budget

Examples:

Administrative Specialist - \$22,500

- \$15/hour, 30 hours/week, 50 weeks/year

Communications - \$1,203

- 500 informational booklets @ \$1.49/each
- 200 resource guides @ \$2.29/each

Office Supplies - \$1,200

- 3% increase over FY16 expenditures of \$1,165

Questions

Governor's Office for Children

